

EXHIBIT A

TO REGISTRATION STATEMENT

Under the Foreign Agents Registration Act of 1938, as amended

Furnish this exhibit for EACH foreign principal listed in an initial statement  
and for EACH additional foreign principal acquired subsequently.

1. Name and address of registrant Graydon Associates, Inc. PO Box 566/30 Linden Place Red Bank, NJ 07701	2. Registration No. 2639
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3. Name of foreign principal South Australian Government, Dept. of Trade and Industry	4. Principal address of foreign principal S.G.I.C. Bldg. Victoria Square Adelaide South Australia 5001 Australia
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5. Indicate whether your foreign principal is one of the following type:

- ☒ Foreign government
- ☐ Foreign political party
- ☐ Foreign or ☐ domestic organization: If either, check one of the following:
- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Committee             |
| <input type="checkbox"/> Corporation | <input type="checkbox"/> Voluntary group       |
| <input type="checkbox"/> Association | <input type="checkbox"/> Other (specify) _____ |
- ☐ Individual - State his nationality \_\_\_\_\_

6. If the foreign principal is a foreign government, state:

- a) Branch or agency represented by the registrant.  
Department of Trade and Industry
- b) Name and title of official with whom registrant deals.  
Mr. Ian Kowalick, Deputy Director General

7. If the foreign principal is a foreign political party, state:

- a) Principal address Not Applicable
- b) Name and title of official with whom the registrant deals.  
Not Applicable
- c) Principal aim  
Not Applicable

8. If the foreign principal is not a foreign government or a foreign political party,

- a) State the nature of the business or activity of this foreign principal Not Applicable

TERMINATED  
DATE 5-30-86

b) Is this foreign principal

- Owned by a foreign government, foreign political party, or other foreign principal . . . . Yes ☐ No ☒
- Directed by a foreign government, foreign political party, or other foreign principal. . . . Yes ☒ No ☐
- Controlled by a foreign government, foreign political party, or other foreign principal. . . . Yes ☒ No ☐
- Financed by a foreign government, foreign political party, or other foreign principal . . . . Yes ☒ No ☐
- Subsidized in whole by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☒ No ☐
- Subsidized in part by a foreign government, foreign political party, or other foreign principal . . . . . Yes ☐ No ☒

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

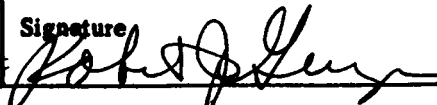
The South Australian Government is committed to a comprehensive State decentralisation program to promote the development of non-metropolitan regions. Co-ordinated regional development throughout the State is essential to ensure the best use of South Australia's human and natural resources, to enhance the quality of life of non-metropolitan areas; and maintain employment opportunities in decentralized locations.

As an essential feature of the decentralization program, the South Australian Government has adopted a scheme of payroll tax and land tax reimbursement for approved manufacturing and processing industries in non-metropolitan areas. Reimbursement is available to new and existing firms which meet the eligibility criteria.

In the non-metropolitan zone which covers most of the State, a 100 per cent reimbursement of both payroll and land taxes paid.

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

Not Applicable

Date of Exhibit A 2/8/83	Name and Title Robert J. Graydon, President	Signature 
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UNITED STATES DEPARTMENT OF JUSTICE  
Washington, D.C. 20530

EXHIBIT B

TO REGISTRATION STATEMENT  
Under the Foreign Agents Registration Act  
of 1938, as amended

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Name of Registrant	Name of Foreign Principal
Graydon Associates, Inc.	South Australian Department of Trade and Industry

Check Appropriate Boxes:

- ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
- ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
- ☐ The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

TERMINATED

DATE 8-30-86

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U.S. DEPT. OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C. 20535

- Describe fully the nature and method of performance of the above indicated agreement or understanding.

The purpose of our contract with South Australian Government, Department of Trade and Industry is to aid the towns of South Australia to attract new American companies to establish plants there. The only means we will employ to achieve this end is through direct mail of brochures to selected lists of US companies based on list purchased from Dun & Bradstreet. Or through ads placed in selected trade journals.

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

The only means we will employ on behalf of South Australia is through direct mail of brochures to selected lists of US companies based on list purchased from Dun & Bradstreet. Or through ads placed in selected trade journals.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act? <sup>1/</sup> Yes ☒ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

The only means we will employ on behalf of South Australia is through direct mail of brochures to selected lists of US companies based on list purchased from Dun & Bradstreet. Or through ads placed in selected trade journals.

We describe South Australia as a site from which an American Company's products can be distributed economically. We point out the availability of roads, trains, seaports, and airports.

Date of Exhibit B

Name and Title

Signature

2/8/83

Robert J. Graydon, President



<sup>1/</sup> Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

PROPOSAL  
FROM GRAYDON ASSOCIATES, INC.  
TO THE GOVERNMENT OF SOUTH AUSTRALIA  
FOR  
MARKETING PROGRAM IN NORTH AMERICA

\* \* \* \* \*

GOALS AND PERFORMANCE OF GRAYDON ASSOCIATES, INC.  
ON BEHALF OF THE GOVERNMENT OF SOUTH AUSTRALIA  
OCTOBER 1, 1982 - SEPTEMBER 30, 1983

Note: This statement of goals and budgets may be subject to modification during the year as North American marketing experiences dictate.

Date: August 16, 1982

TERMINATED  
DATE 5-30-86

SUMMARY OF NORTH AMERICAN MARKETING PROGRAM  
FOR  
THE GOVERNMENT OF SOUTH AUSTRALIA

Graydon Associates, Inc. and Mentor International have now completed a week long study to evaluate the potential of South Australia to attract job creating investments from North America. It is the professional opinion of both Graydon and Mentor that the necessary infrastructure does exist in South Australia to give credibility and support to a North American marketing program. It is therefore proposed herein that such a program be instituted in North America under the aegis of Graydon Associates, Inc. with certain elements of support being provided to Graydon by Mentor.

The nature of the North American marketplace is such that corporations with the potential for investments overseas are the targets of many agencies around the world. These agencies adopt long range sophisticated marketing programs of continuous contact with their target universes. This is the nature of the severe and vigorous competition faced by South Australia in North America.

It is proposed that an initial program of one year be implemented in which the object will be to determine the interest in South Australia of various sectors of North American industry. Based on a market promotional program, personal sales calls, and analysis of results before the end of the contract year, it will be possible to make acceptably accurate estimates of the number of jobs possible to secure in the second year. Using methods that prove most cost effective in the first year and approaching the most promising sectors first, we can then set realistic goals for jobs (and other objectives) in 1983/4.

This program will be the subject of constant evaluation by the appropriate governmental authorities of South Australia. GAI proposes that at any time in the first year of the contract, or in succeeding years, that if such authorities feel South Australia's interests are not well served by the continuance of the contract, that South Australia shall have the right to terminate such contract, without cause, upon giving 90 days written notice to GAI.

The program is designed to run from 1 October, 1982, to 30 September, 1983. The period will be referred to as 1982/3.

In order to allow sufficient time to pre-plan some activities prior to the beginning of the contract year on 1 October 1982, it is respectfully suggested that contract approval be given on or before 1 September 1982.

The target universes for 1982/3 are four, each one requiring quite separate marketing approaches.

- A. Companies with technology based products.
- B. Companies requiring close proximity to the deep water harbor facilities of Port Adelaide.
- C. Mineral, mining and petroleum equipment manufacturing companies.
- D. Companies engaged in sales of military/commercial equipment to the Federal Government of Australia. These are referred to as: Offset-Military and Offset-Commercial.

SA/GAI have made certain assumptions concerning both the nature of the industrial sectors in the U.S. and Canada that constitute our targets and the most cost-effective ways of reaching these sectors with the South Australia selling message. These assumptions will be tested during 1982/3. The professional experience of Graydon Associates and Mentor International in dealing with similar selling situations with other clients, indicates that it is unlikely that there will be firm North American investment commitments made in 1982/3 to establish facilities in South Australia. In the event that an opportunity to secure such an investment occurs, however, it will be followed up with utmost selling vigour. We do expect that by having presented the South Australia story to the North American community in the first year, that larger possibilities will exist for investment commitments to be made in 1983/4 than at present.

By September, 1983, the following goals will have been achieved:

1. Performance goals for 1983/4 will have been established as well as refining methods for reaching them. We will be able to set specific targets for numbers of new jobs to be created in 1983/4. These targets will be established on the basis of market analysis and personal sales calls in the U.S. by South Australian personnel as noted below.
2. Adelaide Technology site story will have been received by the Chief Executive Officers of 10,000+ technology oriented firms.
3. Department of Trade and Industry personnel will have had the opportunity to meet personally with relevant executives of 25-45 firms with a legitimate corporate interest in South Australia during a 2-3 week visit to North America in May or June, 1983.
4. Port Adelaide story will have been received by the Chief Executive Officers of 2,000 to 5,000 firms. Until sectors defined, it is not possible to be more precise in this number.
5. The Adelaide story will have been discussed personally by South Australian officers with selected firms having need for the dockside facilities, inexpensive land, leases and infrastructure available at Port Adelaide.
6. With respect to offset work, major U.S. suppliers to Australian military market and large commercial market for Federal Government will have received South Australia story. Not possible to define number of such firms, but probably about 1,000.

## COMMENTS ON FOUR UNIVERSES

### A. Technology

The Technology based universe will not be restricted to electronics and computer firms. It will include pharmaceuticals, precision machinery, optics, medical products, software development, systems engineering, etc. The technology universes will be sub-divided into four sectors, as follows:

- (a) Very large technology companies of Fortune 1,000 size. (Sales over \$100,000,000 annually.)
- (b) Companies less than \$100,000,000 in sales, down to companies about \$5,000,000 in sales.
- (c) Companies between \$5,000,000 and \$3,000,000 in sales.
- (d) A small number of start-up companies with exceptional potential in sales growth and/or technology.

Each sector requires a different approach. The Fortune 1,000 firms can be assumed to very probably already have operations or sales in Australia. The middle range may or may not be in Australia, but are large enough to be giving serious thought to a base here. The smaller companies are those not large enough to establish a base here yet, but have high growth potential so that by contacting them now, we can plant the seed of the South Australia story. An example of such a firm is Apple, in which a strong sales contact several years ago might have resulted in a South Australian facility for them now.

The basic method for reaching the bulk of the companies above will be a questionnaire which we refer to as a Survey. This will be sent out with a covering letter requesting the CEO to tell us something of his plans for expanded Pacific operations and the name of the person in his company with whom we should be in contact. Based on the return replies, some assumptions can be made about the "quality" of that particular prospect and enable us to classify him for immediate or future action.

The prime qualifier will be a stated interest by such firms in selling or supporting their product lines in all of Australia. By restricting our approach to such "qualified" companies, we will not be wasting resources in trying to "sell" Australia as a whole to companies who might then very well decide to locate in another State. We will have an audience with whom our main selling efforts will be to convince them of the merits of South Australia versus other States.

### B. Port Adelaide

This universe will be composed of two sectors.

1. The first will be companies similar to EGLO who must have dockside facilities for fabrication of large structural elements such as oil rigs, etc., that must be loaded on board ship as completed on the docks. An interesting distinction can be drawn between this sector (particularly the EGLO types) and the technology universes. It will probably not be necessary to restrict ourselves to firms showing an interest in marketing in South Australia. We can regard the combination of facilities and costs



at Port Adelaide as a unique proposition in this part of the Southern Hemisphere and seek out companies who need a Port Adelaide type assembly point to sell and service their products anywhere in Asia.

2. The second sector will be that larger group of companies who need to be in close proximity to a dock but not necessarily on one. Such companies may well have need for container or bulk storage facilities, such as on the Parks in Port Adelaide. There will be other companies whose products are either fabricated or stored or processed in various ways, and need to have special access to dockside through private access roads, cranes, etc. There is a possibility that they may already have marketing/manufacturing operations in Australia.

The total number in both of these groups is difficult to estimate at this point and must be researched. There may be less than 2,000 or more than 5,000.

#### C. Mineral, Mining and Petroleum Related Industries

South Australia has a substantial, and growing base of mining, minerals and petroleum related industries, some of which are supported by the Amdel test facilities.

Companies which design and manufacture equipment to service these industries are logical targets for manufacturing operations in South Australia. Such firms might be ready to move directly into a manufacturing operation or might require a sales/support/administrative headquarters to deal with their markets in not only South Australia but all of Australia.

#### D.1 Offset - Military:

There are various means of identifying and qualifying these market universes. Large U.S. defense contractors will be contacted regularly by GAI, but there will be special selling messages to those whom we know are bidding on specific weapons systems. The capabilities of South Australia to support such offset work will be stressed to them. It will be necessary for very close liaison to be maintained between DTI and GAI to make certain that GAI is made aware of such potential procurements well in advance of contract award to permit us to reach such firms and persuade them to look at the South Australia package of capabilities. If such timely advance action is not taken, the concomitant offset work might well be awarded to firms in another State by default.

#### D.2 Offset - Commercial:

When large Federal Government commercial procurements from the U.S. (for computer systems or telecommunications systems, for instance) are first rumored, GAI will be notified as soon as DTI is aware of them. GAI will then contact the announced or obvious potential vendors in the U.S. to tell the South Australian story. This will be a matter of particular urgency when the installation itself will be in South Australia or utilized by the South Australian Government.

### Other Universes - U.S. Companies with Operations in Australia

Any American company with a direct sales/manufacturing/technical support/administrative, etc., facility anywhere in Australia is a potential target for the program. Such companies will be contacted in Australia (probably by direct mail, but not necessarily with a Survey) by DTI to determine their plans for expansion, and to convince them of the merits of South Australia. At approximately the same time, GAI will separately contact the parent companies in the U.S. to present the case for South Australia as an expansion site. By following this procedure, when the U.S. letter is referred to the Australian office for comments - as it probably will be - then the Australian manager will be aware of South Australia.

Other sources for such names are the Economic Development Offices operated by the U.S. Department of Commerce, (previously known as U.S. Trade Centres). We will attempt to secure lists of American companies having previously exhibited - or scheduled to exhibit - at the EDO in Sydney and contact them in the U.S. Of especial interest to us will be those companies presently having representatives or distributors and enjoying brisk sales, since they represent the possibility of establishing future manufacturing operations in Australia.

Our prime goals are technology, dock area, mining/mineral and offset programs. There are obviously many other sectors with high job potentials for manufacturing such as off-the-road transportation equipment, heavy machinery manufacturers and others. By following the general approach above, we will be able to identify companies in sectors other than our four prime ones. We will "qualify" such contacts, and pursue them as well, on a case-by-case basis of evaluation.

## TYPE OF GOALS FOR POST 1982/3 PERIOD

During the 1982/3 contract year, the validity of establishing certain types of goals will be explored and recommendations made in September, 1983 for goals for the following year. Some goals are directly measurable in terms of jobs and some are not.

\* \* \* \* \*

### 1. Leads and Jobs

At the beginning of each contract period between South Australia and GAI, a critical examination will be made of each North American company in the Sales Forecast for the coming year. This will look at the number of possible jobs associated with each company. We refer to the annual total number as Jobs Potential.

In order to derive the number of jobs that would be attributable to North American marketing/sales efforts, a "weighting factor" will be applied to the Jobs Potential number for each company. The resulting annual number of North American jobs will be referred to as the Jobs Target Goal for South Australia.

As the contract year progresses, some companies will sign up and be classified as "won." Some companies will delay their plans, some cancel projects outright and we will lose some companies to other development areas in the Pacific. New companies will enter the forecast as the year progresses. Under these circumstances, it will continue to be necessary to re-examine the Jobs Potential and Jobs Target Goals on a scheduled basis and modify them for the ensuing 12 month period. Although the second contract year may run from 1 October 1983 to 30 September 1984, in May 1984 we will be updating our forecasts through May 1985.

In the entire process of the North American marketing/sales program, ranging from initial ad/mail contacts through to actual signings, the major factor over which GAI has most control is in the generation of Leads to insert in the Sales Forecasts. A "Lead" is defined as a company about whom we know the following:

- (a) Name of decision influencer.
- (b) Type of projected activity: distribution, sales, technical support, R & D, final assembly and test, manufacturing, etc.
- (c) When decision likely to be made.
- (d) Size of proposed operation in square feet.
- (e) Number of jobs.
- (f) Company has given verbal commitment to visit South Australia.

When all of these conditions have been met, we have a bona fide "Lead".

The Job Target Goals are established to provide a rough indication of the number of possible new jobs in any given year attributable to South Australia's/GAI's efforts in North America. The exigencies of the marketplace

are such, though, that the primary measure of performance of the North American program is the achieving of the yearly quota of qualified Leads rather than actual jobs through signups.

\* \* \* \* \*

2. Number of U.S. companies establishing joint ventures or licensing arrangements with South Australian firms.

Although such firms may not contribute a measurable amount of jobs, nevertheless they will increase the capabilities of the technological workforce of South Australia.

\* \* \* \* \*

3. Number of U.S. companies placing offset work in S.A.

This may not be directly measurable in terms of jobs, but as with 2 above, it does contribute to overall technical capability and provides continuing employment to that sector. A corollary of this offset work is the ability of the S.A. company awarded such work to perhaps eventually sell some of the products or services so produced back to the U.S. company.

\* \* \* \* \*

4. Large Company Contacts

This is a unique sector of the universe. It consists of very large multinational firms. In these instances, we will not have specific knowledge of needs but will seek to establish long range relations with officers of such companies who are in a position to advise us of the plans of independent subsidiaries or profit centres. The usual approach of Surveys would not normally uncover such prospects for us by divisions.



\* \* \* \* \*

Although not a stated goal, an eventual side benefit might be the possible interest of non-U.S./Canadian companies in investing in S.A. as a result of North American activity. A hypothetical example would be the interest of a Japanese company exposed to some of the North American promotional material at, for instance, an electronics show where S.A. might have an exhibit.

ADVERTISING PROGRAM - 1982/3

The prime purpose of advertising done will be to secure reprint rights from fairly prestigious media. The actual ad reprints will then be used in our mailing program.

There will be a secondary purpose to our ad program and this is to elicit positive inquiries, or to separately reinforce the S.A. message, at a forthcoming event or meeting - such as IDRC. electronic shows. etc. - which



Furthermore, if specific, significant and urgent individual opportunities are developed, it may be advisable to request the Minister to dispatch an appropriate South Australian officer to America for a sales call which would be fully developed and supported by Graydon Associates.

Following completion of the May/June 1983 sales trip, GAI will summarize the trip Call Reports, and prepare a six month's progress report. Messrs. Graydon and Levine will come to Adelaide in June for a comprehensive review of progress; to plan for the remainder of 1982/83; and to define goals, tasks, budgets, and implementation of plans for the 1983/84 contract period.

Note: Though May has been scheduled for the sales trip, and June for the review in Adelaide, there may be a variation of 4-6 weeks in these dates. However, if seminars or speeches are to be included during the May "sales" trip, the visit dates for America must be confirmed by January 31st, 1983.

#### Liaison

It has been the experience of Graydon Associates and Mentor International, in contacts with governmental clients in Britain, The Netherlands, Taiwan, Singapore, Chile, Barbados and Hong Kong that a single contact point is essential to an effective program. That contact point in America will be Robert Graydon. An individual or office should be designated in Australia through which communications and instructions will flow.

## SCHEDULE OF TASKS AND EVENTS BY MONTH FOR 1982/3

### October 1982

### November 1982

### December 1982

Development of specific means of reaching broad universes. Acquisition of names of firms following definitions of sectors. Definition of types of market approaches. Planning of ads to support technical facilities and Port Adelaide. Development of graphics, survey forms, etc. for both technology and Port Adelaide. Scheduling of appropriate 1983 events such as sales calls, public relations events, press releases, seminars, presentation of papers, etc. All events in this quarter are necessary to commence active promotion in January, 1983. Active and continuous liaison with D.T.I. in this quarter.

### January 1983 - February 1983

Commencement of operational part of program. Contacts with universe following methods defined above.

Ad placement, reprints of ads. Arrangement for May seminar or speech by DTI personnel if appropriate.

### March 1983 - April 1983

First and follow-up mailings to universes done. Return replies will be received by DTI and copies forwarded to GAI for analysis.

Active preparation for May sales trip. Arranging appointments, etc. with prospects from mailing.

### May 1983 - June 1983

Two to three week personal sales visits in U.S./Canada with DTI personnel and GAI.

### June 1983

Comprehensive review in Adelaide of progress in preceding six months and results of sales calls in May.

### July 1983

### August 1983

### September 1983

Follow up sales contacts in U.S. and Adelaide. Development of mechanics and co-ordinating GAI follow up with the follow up steps to be performed by DTI in Adelaide.

Based on 1982/3 experience, then specify refined marketing methodology for 1983/4 including both definition and quantifying of goals.

SA/GAI contract approval in principle - if not in detail - by August 31th, 1983 for 1983/84. Formal 1983/84 contract signed on or before September 15, 1983.

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October 1983

Commencement of 1983/84 formal sales program.



## SOUTH AUSTRALIA - TOTAL MARKETING GOALS FOR 1983/4

Hypothetical. (Provided as example of goal setting for post 1982/3 period). These goals will be established during the June 1983 Review Meeting.

	<u>Targets</u>
Qualified Leads	
Large Company Contacts	
Joint Ventures or Licensees (Number of companies)	
Offset contracts	
Total Jobs for all Industry Sectors	

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Note: Although Leads and Job Targets are shown by universes below, since 1983/4 will be the first year for which measurable goals will be established, it may not be possible to subdivide them so precisely. In this case we may find it more realistic to just set overall targets for all universes for 1983/84 and subdivide the goals in the following year.

<u>Leads by Sector</u>	<u>Leads</u>
(a) Technology	
(b) Port Adelaide	
(c) Mining, etc.	
(d) Offset	

<u>Jobs by Sector</u>	<u>Jobs</u>
(a) Technology	
(b) Port Adelaide	
(c) Mining, etc.	
(d) Offset	

SOUTH AUSTRALIAN DEPARTMENT OF TRADE AND INDUSTRY  
1982/82 U.S. OPERATIONS THROUGH GRAYDON ASSOCIATES, INC.

Expense items are presented as maximum since during 1982/3 we cannot predict them with exactitude. Expenses shown here are only those which will be invoiced to SA by GAI. Some items may be expended less than the indicated figure and some more. It may be necessary to exercise discretionary judgement during the year and shift expenditures from one area to another. Overall expenses will be at or below the sub-total indicated.

BUDGET (in thousands of U.S. dollars)

<u>Operations by GAI</u>	<u>ITEM</u>
1. Telex	8
2. Telephone	25
3. Regular Postage (not included in special mass mailings)	5
4. Daily Travel. This item is for trips whose average duration is one or two days, such as to NYC, Boston, Washington, Philadelphia, etc. on the East Coast and San Francisco area, Los Angeles, Seattle, San Diego and Arizona on the West Coast. Includes air fares, hotels, etc.	7
5. Selling Trip in U.S. The May/June Trip will be cross country and will be about 3 weeks in length. These expenses are those projected primarily for expenses of GAI that are not covered by S.A. personnel in U.S. paying for air fare, hotels, and other expenses of GAI whilst on these selling trips.	1
6. Non-scheduled trips - Reserve. These will be non-foreseeable trips to respond to a sudden marketing opportunity or problem. Could be several days each.	2
7. June review trip to Adelaide for Graydon/Levine. Air transport plus one/two night lay over each way enroute.	11
8. Public Relations Events. Banking Community - Industrial Development Research Council - Australian Consulates in U.S. - U.S. Department of Commerce - U.S. Department of Commerce Field Offices, Trade Association Meetings, etc. This may include preparation and arrangements for presentation of papers, appearance on panels, etc.	5
9. Direct Mail Marketing Program: The range of budget figures includes word processing services in the preparation of the mailings and retrieval of the data bases; handling, postage, etc. Also included are: preparation and processing of letters, production and printing of mailing pieces, Survey Forms, reply envelopes, etc. and data processing. DP includes list purchases, data entry, data updates, reports on status of sales and generation of labels. Includes GAI in-house labor costs plus goods and services purchased outside GAI. Includes mass mailing postage.	80

Includes Call Reports and all services associated with preparation of documentation required for June Review and September summary and recommendations.

10. Personal Liaison Costs in the U.S. between R. Graydon and G. Levine.	5
11. Space advertising (space and production costs)	25
Sub Total:	174
12. GAI Professional Fee calculated at constant rate of \$12,500/month.	150
Total:	324

## PROFESSIONAL QUALIFICATIONS OF GRAYDON ASSOCIATES

### Graydon Associates, Inc.

Graydon Associates was established as a corporation in the State of New Jersey in 1969 with R. J. Graydon as President. Total staff is 10. GAI's activities are focused on advertising, public relations and market consulting for a broad range of U.S. and non-U.S. companies with many of its clients being in high technology activities. GAI has one of the largest word processing installations in the State of New Jersey to service its clients and has access through its computer links to major data bases in the United States and abroad.

A major activity of GAI is to work with client countries around the world to attract American investments to such countries.

GAI's total client base is drawn from a variety of industrial sectors and countries.

Matsushita Communications Industries, Ltd.	Japan
Matsushita Research Institute of Tokyo	Japan
Electronic Associates, Inc.	New Jersey, U.S.A.
Diva Associates	New Jersey, U.S.A.
Teijin Advanced Products, Inc.	Japan
Fusoh Shoji	Japan
Global Information Systems	Japan/U.S.A.
Matsushita Electric Corp. of America	Japan
Watanabe Instruments	Japan
Gotemba Manufacturing Co.	Japan
Air France	U.S.A.
The Economist	U.S.A.
Cunard Lines	U.S.A.
Rosslyn Research	France
Trans Text International	U.K.
Warrington - Runcorn Development Corp.	U.K.
Hsinchu Science Based Industrial Park	Taiwan
Lakewood Industrial Commission	New Jersey, U.S.A.
Kaohsiung Export Processing Zone	Taiwan
Computerworld	U.S.A.
Datamation	U.S.A.
Bureau Internationale Relations Publique	France
Robert Harris and Associates	Australia
E.O. Fasehun and Associates	Nigeria
Silver Systems, Inc.	New Jersey, U.S.A.
Pertec	U.S.A.
Sensor Systems, Inc.	U.S.A.
Transducer Systems, Inc.	U.S.A.
Event Systems, Inc.	New Jersey, U.S.A.
T.A.G. Public Relations	U.K.
South Australia Dept. of Trade and Industry	Australia

The above companies do not represent a complete list of clients but are shown to indicate the breadth of professional U.S. and international marketing consulting assignments undertaken by the firm. In virtually all cases each client required assistance in developing and implementing sales promotional and marketing programs in the U.S. and overseas.

In 1974, Graydon Associates was retained by the Warrington and Runcorn Development Corporation of Warrington, England, to assist them in attracting a broad mix of North American companies to establish facilities in Warrington.

Such facilities have included sales offices, technical support offices, administrative headquarters, distribution operations and manufacturing plants. The mix includes high technology companies involved in electronics, computers and telecommunications who had need of the technical support capabilities to be found in Birchwood Science Park. Also present are companies from the non-high technology sectors whose activities are manufacturing or distribution. Over 50 North American companies are present in Warrington and have leased or purchased facilities in the last eight years. GAI is still under contract to Warrington.

Graydon Associates has also performed a market analysis and promotion program for the Hsinchu Science Based Industrial Park in Taipei. This is a similar facility to both Birchwood Park above and to Technology Park Adelaide in South Australia. GAI determined the logical mix of different types of American high technology companies and then identified specific companies for subsequent direct contact by the selling organization of Hsinchu in New York City. GAI also undertook an advertising program in the Asian market to promote usage of the Export Processing Zone at Kaohsiung, Taiwan.

GAI has been retained (and is presently under contract) to the Lakewood Industrial Commission in the Lakewood area of New Jersey. GAI has successfully completed the first phase of an ongoing program with Lakewood to attract certain specific Canadian companies to make manufacturing investments in Lakewood. The program is now moving into an active selling phase.

GAI has been assigned the U.S. marketing responsibility by the Dept. of Trade and Industry of the State of South Australia to attract a wide mix of North American (U.S./Canada) companies to establish facilities in South Australia.

## Mentor International

Mentor was established in 1963 with Mr. G. Levine as President. Mr. Levine had had over thirty years of senior management experience and active involvement with the electronics industries in the U.S. and abroad as well as the more general community of internationally oriented companies in the Western United States.

Mentor focusses the majority of its professional expertise on the total range of problems and opportunities in establishing facilities outside of the U.S. for American high technology firms. In this respect, Mentor is professionally engaged by such companies to assist them in international market analyses, determine if an overseas manufacturing location is advised, and, if so, assist them in the evaluation of sites and make final recommendations.

On the other side of the coin, Mentor works actively with agencies around the world to advise them on optimum strategies of persuading American high technology companies to consider their specific areas as sites for investing in manufacturing operations.

Mentor's government clients have included:

- Netherlands Industrial Commission, Ministry of Economic Affairs  
The Hague, Netherlands (current)
- Invest in Britain Bureau, Department of Industry, United Kingdom
- Barbados Industrial Development Corporation
- Trade Development Center, Hong Kong
- Ministry of Economic Affairs, Republic of China
- Economic Development Board, Singapore
- Corporacion Andina de Fomento, Venezuela (Development corporation)
- Comision Electronica, Corporacion de Fomento, Chile (Government development corporation)
- Bureau of International Commerce, U.S. Department of Commerce, Frankfurt and Tokyo
- Electronic Industries Association, Japan
- Ministry of International Trade and Industry, Japan.

## Industrial Projects

During the past 18 years Mentor has assisted numerous high technology firms in their overseas plant location decisions. Among these clients are Philco-Ford, General Microelectronics, Harris Semiconductor, Teledyne, Intel, Motorola, Fairchild, Zilog, Siliconix, Continental Devices, Nippon Electric Company, Kyoto Ceramic Company and others.

During these projects Mentor has worked closely with senior management personnel of these companies and has conducted comprehensive field research in most of Western Europe, as well as Korea, Taiwan, Japan, Hong Kong, Singapore, Malaysia, Thailand, Indonesia, the Philippines, India, Sri Lanka, Mexico, Puerto Rico, Barbados, Jamaica and Brazil.

Resultant factories have been established in Italy, Ireland, Korea, Taiwan, Hong Kong, Malaysia, the Philippines, Chile, Sri Lanka, India and Barbados.

Mentor is in the second year of its relationship with the Netherlands' Ministry of Economic Affairs. During that period, the following companies have announced firm plans to open facilities in Holland:

Digital Equipment Corp.  
Printronic

Mentor's ongoing work for the Barbados Industrial Development Corporation, in six years, has focussed on the electronics industry, in which half a dozen firms have produced about 3,000 jobs, compared to a total unemployment of about 15,000 in the 250,000 population of this small island nation.

Graydon/Mentor Combined Qualifications for South Australia  
Marketing Program in North America

During the initial contacts with the Department of Trade and Industry for this program, it appeared to both Graydon Associates and Mentor International that the most effective U.S. organization to implement the program could be formed by utilizing the talents of both firms.

Both firms have long and successful histories of working on behalf of various agencies to attract investments into their areas. As can be seen from the preceding corporate descriptions, Mentor provides its professional consulting services for both American firms seeking evaluations of potential sites and for organizations outside the U.S. seeking such investments.

Graydon Associates deals with a broad range of international clients, many of whom wish to increase their market penetration of the U.S. market. Many of GAI's clients are American firms wishing to increase their share of the indigenous U.S. market. Such firms do not always have plans to seek out international markets. Whereas Mentor's client base is almost exclusively high technology firms, GAI addresses the needs of virtually any type of manufacturing organization.

We anticipate that should a contract award be made to GAI, Mentor would support the program by providing a considerable amount of the strategic planning as well as being heavily involved in identification of various market sectors and developing tactics to approach these markets. GAI would participate with Mentor in this regard but would also fulfill the logistics requirements of the program concerning advertising, graphics, direct mail and the entire methodology of computerizing of the universes and establishing the record keeping necessary for success. Mailings would be done from GAI and GAI would serve as the U.S. base from which specific packages of information would be sent to key prospects and from which the entire U.S. program would be coordinated.



The Hon. Dean Brown  
Minister of Industrial Affairs  
Minister of Public Works

9th level  
211 Victoria Square  
Adelaide 5000  
South Australia  
Tel (08) 227 3590



DTI 337/82

19th October, 1982.

Mr. R. Graydon,  
Graydon & Associates,  
P.O. Box 566,  
Red Bank,  
NEW JERSEY 07701  
U.S.A.

Dear Bob,

I am pleased to be able to advise you that the South Australian Government has approved your engagement for a marketing programme in North America as detailed in your proposal of 16th August, 1982.

As discussed with Ian Kowalick of the Department of Trade and Industry, we will automatically pay your monthly retainer of US\$12,500 to your account. Other expenses should be invoiced monthly.

As indicated in your proposal both parties to this agreement shall have the right to terminate this contract upon giving 90 days written notice.

I look forward to working with Graydon Associates on a programme that I believe will be a great significance to South Australia.

Dean Brown,  
MINISTER OF INDUSTRIAL AFFAIRS.